



# County of Los Angeles CHIEF EXECUTIVE OFFICE

Kenneth Hahn Hall of Administration  
500 West Temple Street, Room 713, Los Angeles, California 90012  
(213) 974-1101  
<http://ceo.lacounty.gov>

WILLIAM T FUJIOKA  
Chief Executive Officer

August 28, 2012

To: Supervisor Zev Yaroslavsky, Chairman  
Supervisor Gloria Molina  
Supervisor Mark Ridley-Thomas  
Supervisor Don Knabe  
Supervisor Michael D. Antonovich

From: William T Fujioka  
Chief Executive Officer

Lisa M. Garrett  
Director of Personnel

Board of Supervisors  
GLORIA MOLINA  
First District

MARK RIDLEY-THOMAS  
Second District

ZEV YAROSLAVSKY  
Third District

DON KNABE  
Fourth District

MICHAEL D. ANTONOVICH  
Fifth District

## SUCCESSION PLANNING STATUS REPORT

On January 24, 2012, your Board directed the Chief Executive Officer (CEO) to create a policy mandating succession planning as a part of all Management Appraisal and Performance Plan (MAPP) goals; and directed the CEO and Director of Personnel to enhance the County's succession planning program and capacity to support departmental efforts to identify and strengthen the "bench strength" of the County's MAPP manager pool. This memorandum provides a status report on these efforts.

- In April 2012, the CEO and the Department of Human Resources (DHR) added succession planning to the MAPP Workforce Development Goal.
- DHR provided a customized succession planning organizational chart to present retirement risk projections for each department's MAPP employees projected to retire in less than three years; in three to five years; and in more than five years. Retirement projections were based on employees' age and years of service. The attached graph (Attachment 1) provides a countywide summary of retirement projections for MAPP employees.
- DHR distributed a *Leadership Evaluation* tool to assist MAPP managers assess the developmental preparedness of their employees to promote to a higher-level position. Thirty-seven departments participated by evaluating a total of 737 MAPP

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employees for succession readiness. Evaluators used a 7-point scale (1=*Unprepared* through 7=*Fully Ready*) to evaluate their MAPP-level employees on 27 Leadership Competencies. These 27 competencies represent six major competency groupings (see *Attachment 2* for the average rating per competency group).

- DHR distributed a voluntary *Leadership Self-Evaluation* to complement the *Leadership Evaluation* and provide potential successors the opportunity to evaluate themselves on their developmental preparedness for succession. Reviewing and understanding potential successors' self-ratings can provide MAPP managers meaningful insight to help guide succession development conversations and activities.
- DHR began making presentations on the succession planning program to the County's executive leaders, in December, 2011. Presentations were made at two Operations Cluster meetings, a Chief Deputy meeting, an Administrative Deputy meeting, and the Human Resources Executive Advisory Committee.
- DHR developed and began delivering *Results-Based Leadership Training* to MAPP employees. This training covers strategic planning, creating mission and vision statements, process improvement techniques, predictive analytic methods, managing with dashboards, etc.
- By March, 2013, DHR will provide MAPP managers with additional tools to assist them in developing their MAPP employees, including a *Leadership Development Guide* and development planning tools in the *PerformanceNet* system.
- DHR will continue to analyze results of the Leadership Evaluation and provide customized reports to each department on countywide and departmental trends and recommendations by November 2012.

Should you have any questions, please have your staff contact Ellen Sandt at (213) 974-1186 or Lisa Garrett at (213) 974-2406.

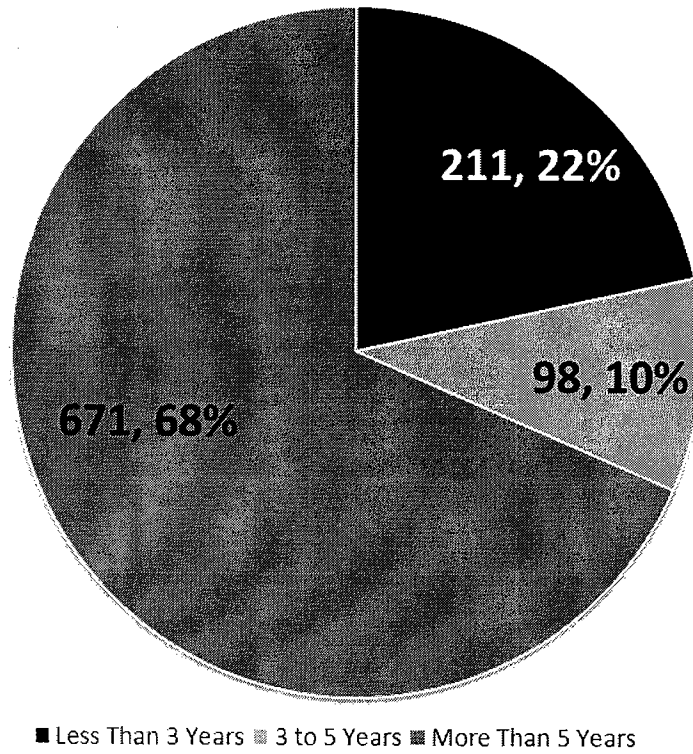
WTF:EFS:LMG  
SKT:BWD:seb

#### Attachments

- c: Each Department Head  
Chief Deputies  
Administrative Deputies  
Departmental Human Resources Managers

*Attachment 1*

**Countywide MAPP Retirement Projections  
September 26, 2011**



**Attachment 2**

## Countywide - 2012 Ratings of MAPP Succession Readiness

Average Rating by Competency Grouping Based on 7-point scale (1=Unprepared through 7=Fully Ready)

